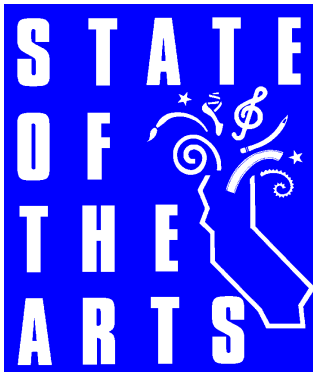


California Arts Council
Strategic Plan
1997–2002



July 1, 1997

California Arts Council



Pete Wilson
Governor of California

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Purpose: The California Arts Council (CAC), a state agency, was established in January 1976 to encourage artistic awareness, participation, and expression; to help independent local groups develop their own arts programs; to promote employment of artists and those skilled in crafts in the public and private sector; to provide for exhibition of artworks in public buildings throughout California; and to enlist the aid of all state agencies in the task of ensuring the fullest expression of our artistic potential.

The Agency: The Director is the Chief Executive Officer and reports directly to the Governor. The Director and Deputy Director for Partnerships are appointed by, and serve at the pleasure of the Governor. The Director and Deputy Director manage a professional staff headquartered in Sacramento.

The Council: The appointed Council of the CAC consists of 11 members who serve four-year staggered terms. The Governor appoints nine members; the Legislature appoints two. Council members serve without salary, elect their own chair, and meet throughout the state to encourage public attendance. This body has final approval of CAC grants.

Mission: The mission of the CAC is to make quality art reflecting all of California's diverse cultures available and accessible; to support the state's broad economic, educational, and social goals through the arts; to provide leadership for all levels of the arts community; and to present effective programs that add a further dimension to our cities, our schools, our jobs, and our creative spirit.

Funding: The CAC is a taxpayer-supported agency, funded primarily from the state's annual budget process, supplemented with funds from the National Endowment for the Arts. Its grants are usually matched by foundations, individuals, earned income, government agencies, or other organizations.

Information Access: Due to the Public Records and Open Meeting Acts, applications and their attachments are not confidential and may be requested by the media and/or public. Observers may attend but may not comment on, participate in, or in any way interfere with panel meetings. Contact the CAC for meeting dates and locations.

Grants Panels: Applications are evaluated by panels of experts, recognized in their respective fields, who rank applications according to program criteria. The CAC staff provides information but not recommendations to the panel. The appointed CAC reviews panel recommendations before making final funding decisions.

Appeal Process: Appeals to CAC funding decisions must be submitted on an official Appeal Form, available from the CAC, and postmarked within 45 days of the decision. Appeals are heard only on the following grounds:

1. Assessment based on a misstatement of factual information as contained in the application such that it negatively influenced the panel's assessment of the applicant's request for funding; and/or
2. Incorrect processing of the required application materials such that it negatively influenced the panel's assessment of the applicant's request for funding.

Note: *Dissatisfaction with award denial or with award amount is not grounds for appeal.*

Requirements: The CAC is mandated both by federal and state regulations to fund only organizations that have proof of nonprofit status under sec. 501(c)(3) of the Internal Revenue Code, or under sec. 23701d of the California Revenue and Taxation Code, or entities that are a unit of government; and that comply with the Civil Rights Act of 1964, as amended; sec. 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975; the Drug-Free Workplace Act of 1988; California Government Code secs. 11135-11139.5 (barring discrimination); the Fair Labor Standards Act, as defined by the Secretary of Labor in part 505 of title 29 of the Code of Federal Regulations; the Americans With Disabilities Act of 1990 ("ADA"); and the Fair Employment and Housing Act.

Ownership, Copyrights, Royalties, Credit: The CAC does not claim ownership, copyrights, royalties, or other claims to artwork produced as a result of a CAC grant. However, the CAC reserves the right to reproduce and use such materials for official, noncommercial purposes. In addition, the CAC requires documentation of grant activity and appropriate credit for CAC partial support.



FORWARD

This five-year Strategic Plan (1997-2002) for the California Arts Council is the product of a planning effort begun with a two-day planning retreat in 1993, based on recognition by the Council that a great deal had changed in California and the arts community since a comprehensive review of the Council's activities had taken place. Substantial cuts in the Council's budget in the preceding year, particularly in the operating budget, made this review of paramount importance. Accordingly, the Council reviewed all the ways it employs its human and financial resources to make sure that they were being used optimally in support of the Council's mission and legislative mandate.

The California Arts Council has a comprehensive statewide mission to support, promote and encourage the arts in this culturally diverse and geographically disparate state. Given this fact, a wise choice was made to involve as many stakeholders as possible in the planning effort. Thus, in addition to reviews of information accumulated over years of operation, and a program analysis and evaluation process, extensive public input was sought through hearings held throughout California. Every effort was made to ensure that the Plan was as broad in point of view and visionary as possible for the nation-state that is California.

The Plan sets two crucial goals for the California Arts Council to do more and to do better. It proposes to do so in the following ways: (1) by increasing the resources available for the arts and artists of California from all possible sources; (2) through better utilization of available technologies by the Council and its constituents; (3) by more effective and efficient Council operations, including leveraging resources through the use of outside expertise and personnel, when it serves the Council's interests; and (4) by regular and rigorous reviews of Council programs, initiatives, and operations to make sure that the measured outcomes of Council activities meet the objectives set out at their inception.

The Plan is cast in a five-year time frame, during which time there will undoubtedly be changes in the economic and political environments in which the arts, arts organizations and arts service organizations of California will function. At the same time, it is also evidence that decision-makers in the state have recognized that the arts, in the broadest sense of that term, are an essential catalyst for improving the quality of life and economic vitality of the state. The current enthusiasm for arts in education is but one illustration of this appreciation for the skills and attributes the arts provide to a productive workforce and



a vigorous economy closely tied to high technology, entertainment and design, as well as many service industries. This recognition will, inevitably, result in increased resources for the arts at both the state and local levels.

The California Arts Council firmly believes that the Plan will enable it and the arts community it serves to perform better in a changing environment. With the support of those who helped create the Plan, and the clear appreciation of the state's leaders, the arts in California will flourish and add immeasurably to the lives of all Californians.

July 1, 1997

California Arts Council





California Arts Council Strategic Plan 1997–2002

CORE STRATEGY I	The California Arts Council will continue to expand its support of quality arts throughout California.	Page 2
CORE STRATEGY II	The California Arts Council will use its resources to increase the effectiveness of its program categories and the efficiency of its operations.	Page 4
CORE STRATEGY III	The California Arts Council, as a complement to its grant programs, will build the capacity of the agency and the field it serves to better address emerging issues and technological change.	Page 8
CORE STRATEGY IV	The California Arts Council will foster statewide arts leadership.	Page 10



CORE STRATEGY I:

The California Arts Council will continue to expand its support of quality art throughout California.

GOAL (I) 1

OBJECTIVE (I) 1.1

Increase financial support for the arts statewide.

Submit Budget Change Proposals to seek augmentation for the California Arts Council budget.

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| TASK A | Assess the impact of selected levels of support to programs, initiatives and operations. |
| TASK B | Measure the impact of increased levels of support on specific California Arts Council programs and operations to determine if additional funding has a positive impact on grantees and operational effectiveness that is commensurate with funding increases. |
| TASK C | Prepare and submit Budget Change Proposals and submit for Council approval. |

PERFORMANCE MEASURES

The number of Budget Change Proposals submitted and approved by control agencies during each year of the Plan.

PERSON RESPONSIBLE

Chief of Administration

TIME FOR ACCOMPLISHMENT

September 1, 1997 and thereafter as required for each year of the Plan; annual reports to the California Arts Council.

OBJECTIVE (I) 1.2

Marshal new sources of financial and other support for individual artists, arts organizations and arts service organizations.

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| TASK A | Encourage statewide arts leadership (see also CORE STRATEGY IV) so as to create a more favorable climate for expanded support. |
| TASK B | Solicit and develop California Arts Council initiatives that address issues of importance to the field. |
| TASK C | Establish a special initiatives budget and organizational structure to enable the California Arts Council to explore new ways of supporting the arts (see also OBJECTIVE III 1.3). |
| TASK D | Identify the extent and availability of public and private resources and opportunities for the arts and disseminate that information to the field. |
| TASK E | Provide ongoing information, communication, and technical assistance to the field. |

PERFORMANCE MEASURES	<p>The number of new sources of financial and other support made available to the Council and the field.</p> <p>Each six-month period of the Plan, a report to the Council will identify and quantify new sources of support that have been marshalled.</p>
PERSON RESPONSIBLE	Deputy Director for Partnerships
TIME FOR ACCOMPLISHMENT	January 1, 1998; semiannual reports to the Council.
OBJECTIVE (I) 1.3	Strengthen the infrastructure for statewide public support of the arts through the State-Local Partnership Program.
TASK A	Encourage community development through the arts by emphasizing community cultural planning focused on the arts and assessment.
TASK B	Identify sources of support for the arts, matching incentives and technical assistance to strengthen local programs.
TASK C	Establish a city program when and if feasible.
TASK D	Reestablish project support funding for Local Partners.
PERFORMANCE MEASURES	Submit semiannual reports that measure and compare local arts agency budgets on a year-to-year basis; provide the Council with qualitative judgments on the levels of accomplishment of local arts agencies in building infrastructures, audience development, etc., including panel review assessments, insofar as available.
PERSON RESPONSIBLE	Chief of Grants Programs
TIME FOR ACCOMPLISHMENT	January 1998; Semiannual reports to the Council as annual information regarding local arts agencies becomes available.





CORE STRATEGY II:

The California Arts Council will use its resources to increase the effectiveness of its program categories and the efficiency of its operations.

GOAL (II) 1

Further streamline agency operations through simplification of decision-making procedures, operational practices, staff development and program reviews.

OBJECTIVE (II) 1.1

Review and recommend changes in staffing configuration and personnel policies in order to create greater levels of accountability, mobility, monetary rewards and opportunity for advancement for staff.

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| TASK A | Standardize and consistently use appropriate job performance and evaluation systems. |
| TASK B | Review current duties and job classifications to determine actual responsibilities and the possibilities for realignment of duties to improve effectiveness, increased responsibilities and justification for increasing levels of opportunity for staff. |
| TASK C | Seek funding to support additional staff training and a multi-year staff development plan. |
| TASK D | Review the existing merit award system and create and implement, whenever possible, financial and other rewards or incentives to compensate exceptional staff performance on an annual basis. |
| TASK E | Plan and implement a staff training and job skills development program. |

PERFORMANCE MEASURES

- The number of promotions submitted to and approved by applicable control agencies.
- The number and amount of monetary awards to staff based on levels of achievement.
- The number and quality of staff development and training opportunities provided and the quality of the results of training efforts.

PERSON RESPONSIBLE

Director

TIME FOR ACCOMPLISHMENT

July 1997 to June 2000; annual reports to the Council.

OBJECTIVE (II) 1.2

Foster staff initiative and decision-making, and encourage individual responsibility for results.

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| TASK A | Create a task force to assess the impact of current methods of decision-making on staff productivity with a view to simplifying procedures. |
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TASK B	Implement the findings of the task force.
TASK C	Monitor the impact of simplified decision-making procedures on job performance and level of output.
PERFORMANCE MEASURES	The number of delegations of authority from the California Arts Council management through first line supervisors, to rank and file staff, as documented through administrative letters.
PERSON RESPONSIBLE	Director
TIME FOR ACCOMPLISHMENT	July 1, 1997, and thereafter so long as deemed of value by the Director; annual reports to the Council.
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OBJECTIVE (II) 1.3	Further refine the California Arts Council contracting, invoicing and payment procedures.
TASK A	Work with control agencies to obtain acceptable reduction in processing requirements in order to further streamline agency operations.
PERFORMANCE MEASURES	Approval of exemption letter(s) from the Department of General Services. Track the dates of invoices received to the date when invoices are sent to the State Controller's Office.
PERSON RESPONSIBLE	Chief of Administration
TIME FOR ACCOMPLISHMENT	September 1997 to September 1998; interim reports to the Director as called for.
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OBJECTIVE (II) 1.4	Install new information system and improve information services and communication within the California Arts Council and with the public.
TASK A	Install new information system technology and put into agency-wide use.
TASK B	Review the informational functions within the agency and make recommendations for coordination and improvement.
TASK C	Implement new information system technology and develop a plan for updating it annually.
TASK D	Develop an ongoing feedback mechanism to promptly relay information from the evaluation process.
PERFORMANCE MEASURES	Measure the extent and quality of improved services and communications.
PERSON RESPONSIBLE	Director
TIME FOR ACCOMPLISHMENT	July 1997 to December 1998; report to Council, January 1998.

<p>OBJECTIVE (II) 1.5</p> <p>TASK A</p> <p>TASK B</p> <p>TASK C</p> <p>TASK D</p> <p>TASK E</p> <p>PERFORMANCE MEASURES</p> <p>PERSON RESPONSIBLE</p> <p>TIME FOR ACCOMPLISHMENT</p>	<p>Create and implement an ongoing procedure for evaluating the relative value to the California Arts Council's mission and legislative mandate of various technical assistance programs, grant programs and initiatives, respectively (see also TASK B of OBJECTIVE (I) 1.1).</p> <p>Create a series of quantitative and qualitative performance measurements to evaluate the effectiveness of technical assistance programs, grant programs and initiatives on a schedule related to the performance of these activities; draft guidelines for evaluation.</p> <p>Develop a schedule for implementing program evaluations.</p> <p>Identify funding as needed for outside evaluation and contract for completion.</p> <p>Create and implement a program requiring regular, periodic (not to exceed five years) staff and Council evaluations of the absolute value of Council programs in attaining stated program objectives.</p> <p>Ensure availability to Council of current information regarding criteria for program and initiative creation and maintenance.</p> <p>The number and quality of completed internal program audits.</p> <p>The number and quality of completed external program evaluations.</p> <p>Director and designated Council Member(s)</p> <p>Beginning January 1998; reports to Council in January 1998 and not less often than semiannually thereafter.</p>
<p>GOAL (II) 2</p> <p>OBJECTIVE (II) 2.1</p> <p>TASK A</p> <p>TASK B</p> <p>TASK C</p> <p>TASK D</p> <p>TASK E</p> <p>PERFORMANCE MEASURES</p>	<p>Improve and simplify the grant-making process.</p> <p>Improve and simplify the grant application and intake process.</p> <p>Study existing grant application and intake process with a view to improving and simplifying that process; implement improvements and simplifications.</p> <p>Examine the impact on the Council and grantees of extending multiple-year grants beyond two years.</p> <p>Integrate communications technology and database development as components of the grants assessment and award process.</p> <p>Provide additional training to staff in order to increase effectiveness of grant application analysis and review.</p> <p>Increase frequency of staff interaction with the field regarding the grant process.</p> <p>Measure the economic and personnel savings and provide the Council with an evaluation of the qualitative improvement in the grants administration process for the staff and the field.</p> <p>The number of steps reduced in the intake process.</p> <p>The number of data fields reduced in the data processing of applications.</p>

	Quantify and assess the quality of the increase in staff interaction with the field.
PERSON RESPONSIBLE	Chief of Grants Programs
TIME FOR ACCOMPLISHMENT	July 1, 1997 to June 30, 1998; report to Council in August 1998.
OBJECTIVE (II) 2.2	Review the grant programs with a view to improving panel operations; increase productive expenditure of grant funds so as to increase significance of grants to grantees and to the California Arts Council's mission.
TASK A	Establish a study group on panel operations.
TASK B	Examine and evaluate alternatives to current grant cycles and investigate the comparative advantages of different grant cycles and grant practices of other governmental and non-governmental organizations.
TASK C	Develop means of providing more tangible public recognition for the efforts of panel participants and implement program to do so.
TASK D	Create a program for more substantial publicizing of information regarding grant recipients so as to add additional nonmonetary value to grants.
PERFORMANCE MEASURES	Report of recommendations by study group on panel operations.
PERSON RESPONSIBLE	Chief of Grants Programs
TIME FOR ACCOMPLISHMENT	July 1, 1998; report to Council in August 1998.





CORE STRATEGY III:

The California Arts Council, as a complement to its grants programs, will build the capacity of the agency and the field it serves to better address emerging issues and technological change.

GOAL (III) 1

As part of encouraging greater support for the arts, assist the field in adapting to the emerging information age.

OBJECTIVE (III) 1.1

Establish a California Arts Council budget for information technology and artistic and administrative technical assistance to the field.

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| TASK A | Develop a multi-year capital budget for an information system for the Council to serve both the Council and the field. |
| TASK B | Generate public and private resources for information technology and artistic and administrative technical assistance for the field. |
| TASK C | Develop a technical assistance, management training, and professional development plan to make information technology and artistic and administrative technical assistance better known and more accessible to the field. |
| TASK D | Create an evaluation process to measure the outcomes of performance at the above tasks. |

PERFORMANCE MEASURES

- Establish the increases in the Council's budget for these activities.
- Prepare and submit a Budget Change Proposal for these activities.
- The increased number of artistic and administrative technical training opportunities provided to the field.

PERSON RESPONSIBLE

Special Initiatives, Research and Planning Officer

TIME FOR ACCOMPLISHMENT

July 1, 1997, for budget development; reports to the Council quarterly.

OBJECTIVE (III) 1.2

Conduct a long range study of the role, size, composition and geographic location of the nonprofit arts industry in California.

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| TASK A | Develop and analyze information of direct and significant value to the Council on the composition and activities of the nonprofit arts statewide. |
| TASK B | Develop partnerships and funding to investigate the extent and source of resources available to the nonprofit arts in California. |
| TASK C | Encourage and support effective audience development. |

TASK D	Institute formalized partnerships with statewide and local service organizations for the development and sharing of information resources.
PERFORMANCE MEASURES	Statewide database established.
	Implement methods for study as approved by the Council.
	Identify the number and assess the quality of partnerships established to implement research study.
PERSON RESPONSIBLE	Special Initiatives, Research and Planning Officer
TIME FOR ACCOMPLISHMENT	January 1998 and thereafter for the Plan duration; annual reports to the Council.
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OBJECTIVE (III) 1.3	Establish an initiatives program which complements the California Arts Council's mission and mandates (see also TASK C of OBJECTIVE (I) 1.2).
TASK A	Design and implement an initiatives program as a commitment of the Council using past experience and the advice of the constituencies of the Council.
TASK B	Develop an implementation plan, including a budget, for the initiatives program.
TASK C	Establish a method for prompt evaluation of results produced by initiatives as a required component of Council approval for each initiative.
PERFORMANCE MEASURES	Prepare and submit Budget Change Proposals for initiatives program.
	Establishment of Initiatives Program.
PERSON RESPONSIBLE	Director
TIME FOR ACCOMPLISHMENT	April 1998 and thereafter for Plan duration; annual reports to the Council.





CORE STRATEGY IV:

The California Arts Council
will foster statewide leadership.

GOAL (IV) 1

Serve as an advisor on the arts to the Governor, other state agencies and, upon request, to local agencies.

OBJECTIVE (IV) 1.1

Heighten public awareness of the value of the arts to the quality of life and the economy of California.

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| TASK A | Develop and disseminate an informed overview of the role and value of the arts in California. |
| TASK B | Identify potential new models for developing and nurturing the arts on a statewide and regional level. |
| TASK C | Develop and implement pilot projects, alliances, and initiatives that demonstrate the benefits of the arts to California. |
| TASK D | Alert the field to emerging opportunities for the arts through research and timely dissemination of that information. |
| TASK E | Use advances in information technology and artistic and administrative technical assistance to promote the role and the value of the arts in California. |
| TASK F | Identify, collect and disseminate information that is significant to the audience to which the information pertains. |

PERFORMANCE MEASURES

The number and quality of pilot projects, alliances and initiatives developed to successfully illustrate the value of the arts to California.

Extent and quality of increase in media coverage favoring support of the arts.

Extent of increase in the amount of requests for information on the arts.

PERSON RESPONSIBLE

Director and designated Council Member(s)

TIME FOR ACCOMPLISHMENT

July 1997 and thereafter for duration of the Plan; annual reports to the Council.

OBJECTIVE (IV) 1.2

Share with public and private sector policymakers around the state the importance of the arts to the economy of the state and its communities.

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| TASK A | Generate data, position papers and opportunities to promote the arts to these policymakers. |
| TASK B | Involve Council Members actively in meeting with state policymakers. |

TASK C	Encourage and support legislative efforts to support the arts and artists.
TASK D	Stimulate greater use of the skills and perspectives of artists and the arts industry within the public policy arena.
PERFORMANCE MEASURES	<p>The number and quality of meetings held between staff, Council Members, arts representatives and policymakers.</p> <p>The number of legislation impacted and/or influenced.</p> <p>Document instances of artists participating in the public policy arena.</p>
PERSON RESPONSIBLE	Director and Council Chair (or designated Members)
TIME FOR ACCOMPLISHMENT	July 1, 1997, and thereafter for duration of the Plan; annual reports to the Council.
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GOAL (IV) 2	Actively involve the California Arts Council Members in meetings with private sector and governmental agencies to generate support for the Council's mission.
OBJECTIVE (IV) 2.1	Serve as an advisor on the arts for other state agencies.
TASK A	Seek opportunities to work with other state agencies.
TASK B	Seek out and recommend appointments of arts representatives to boards, commissions, and advisory bodies.
PERFORMANCE MEASURES	<p>The number of meetings held with other state agencies.</p> <p>The number of recommended and appointed arts representatives on boards, commissions and advisory bodies.</p> <p>The number of partnerships with other state agencies.</p>
PERSON RESPONSIBLE	Director and Council Committee
TIME FOR ACCOMPLISHMENT	July 1, 1997 and thereafter for duration of Plan; annual reports to the Council.
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OBJECTIVE (IV) 2.2	Encourage continuing advocacy efforts that develop a broader constituency for arts funding and the California Arts Council's mission.
TASK A	Utilize Council Members whenever possible to increase public awareness of the role of the California Arts Council through their involvement at meetings of arts-related organizations and contacts with the public and private sectors.
TASK B	Develop and schedule ongoing legislative and Governor's Cabinet information programs to ensure a fully informed Legislature and Executive Office.
TASK C	Coordinate and cooperate with the activities of other advocates for the arts.
TASK D	Encourage legislative efforts to support the arts (see also TASK C of OBJECTIVE (IV) 1.2).

PERFORMANCE MEASURES	The number and quality of educational opportunities provided to public officials and policymakers.
	The number of Council Members involved with arts-related organizations and in promoting the arts to the public and private sectors.
PERSON RESPONSIBLE	Deputy Director for Partnerships and Council Chair
TIME FOR ACCOMPLISHMENT	July 1997 and thereafter for the duration of the Plan; quarterly reports to the Council.
OBJECTIVE (IV) 2.3	Develop a public relations plan for the California Arts Council to benefit the arts in California.
TASK A	Convene a subcommittee of the Council to secure outside assistance for pro bono support of Council public relations efforts.
TASK B	Create an ad hoc, blue ribbon, public relations committee made up of experts in the field to advise and assist with these public relations efforts.
TASK C	Create a public relations plan for the agency and the field with a variety of options geared toward different audiences.
TASK D	Use informational strategies to help the public understand the value and impact of the arts to all Californians.
TASK E	Create a wider, positive public awareness of the California Arts Council panel process and its value to arts funders in identifying the highest quality artistic resources.
TASK F	Create, support, and actively promote a speakers bureau composed of Council Members and staff to promote the arts in California.
PERFORMANCE MEASURES	Plan adopted by the Council.
PERSON RESPONSIBLE	Marketing and Communications Officer
TIME FOR ACCOMPLISHMENT	July 1, 1997, and thereafter for duration of the Plan; semiannual reports to the Council beginning January 1998.
GOAL (IV) 3	Bring together leaders from private and nonprofit sectors with artists and arts organizations to promote areas of mutual interest in the arts.
OBJECTIVE (IV) 3.1	Educate the leadership of the private and nonprofit sectors about the value of the arts in California.
TASK A	Issue an invitation through the Governor's Office to business leaders to discuss ways in which artists and the state's creative arts resources can be brought together with business for their mutual benefit.
TASK B	Develop a plan in consultation with business leaders encouraging public and private partnerships for the arts and ways to integrate the arts with businesses in California.

PERFORMANCE MEASURES	<p>Number and agendas of meetings held with the private and nonprofit sectors and outcomes of those meetings.</p> <p>Development and implementation of the Arts and Business Plan.</p>
PERSON RESPONSIBLE	Deputy Director for Partnerships
TIME FOR ACCOMPLISHMENT	January 1, 1998 and thereafter for duration of the Plan; semiannual reports to the Council.
GOAL (IV) 4	Serve the arts by creating new opportunities and information on issues of importance to artists, arts organizations and arts service organizations.
OBJECTIVE (IV) 4.1	Initiate alliances with service organizations, universities and colleges, and other state and local agencies to provide research on issues of importance to the field.
TASK A	Seek advice from the field on issues of importance to the arts and worthy of research.
TASK B	Determine the need for specific research.
TASK C	Identify alternative resources and entities to support and perform research efforts.
PERFORMANCE MEASURES	<p>The number and quality of research projects completed.</p> <p>The number and quality of alliances formed.</p> <p>The number and quality of alternative resources and entities identified and enlisted.</p>
PERSON RESPONSIBLE	Special Initiatives, Research and Planning Officer
TIME FOR ACCOMPLISHMENT	January 1998 and thereafter for the duration of the Plan; semiannual reports to the Council.
OBJECTIVE (IV) 4.2	Explore the usefulness of cooperative action as a means of expanding resources for the California Arts Council and the field.
TASK A	Seek action by the Governor to establish an advisory committee to determine areas of priority for cooperation between the arts and California's economic, social service and education sectors, and formulate ways to effect such cooperation.
TASK B	Develop an agency-wide, comprehensive program to increase resources for arts education.
PERFORMANCE MEASURES	<p>Report of advisory committee completed and implemented.</p> <p>Agency-wide program to increase arts education resources implemented.</p>
PERSON RESPONSIBLE	Deputy Director for Partnerships

TIME FOR ACCOMPLISHMENT	July 1997 and thereafter for the duration of the Plan; semiannual reports to the Council.
OBJECTIVE (IV) 4.3	Assure that diverse and culturally specific arts, reflective of this multicultural state, are supported.
TASK A	Develop training programs for staff, panels, and Council to ensure the application of appropriate quality criteria for panel reviews of a diversity of art forms.
TASK B	Recruit or train individuals for Council peer panels who are qualified to review and judge a diversity of art forms.
PERFORMANCE MEASURES	The number and quality of training sessions held and results produced. The number of grants awarded to a diversity of art forms.
PERSON RESPONSIBLE	Chief of Grants Programs
TIME FOR ACCOMPLISHMENT	July 1997 and thereafter for the duration of the Plan; annual reports to the Council.
OBJECTIVE (IV) 4.4	Promote the arts of California internationally.
TASK A	Identify issues of importance to the field related to international art exchanges.
TASK B	Develop partnerships with international arts policy and funding agencies.
TASK C	Establish initiatives to encourage, promote and support international arts exchanges between California artists and artists abroad.
TASK D	Formulate partnerships with California trade offices, tourism and other agencies working in the international arena.
TASK E	Seek funding and new resources in the public and private sector to support international arts engagements.
PERFORMANCE MEASURES	The amount and quality of initiatives with partners in the international arts, funding and economic sectors. The number of increased opportunities for California artists to exhibit, perform and interact with the arts abroad. The amount of funding and new resources generated to support international arts engagements.
PERSON RESPONSIBLE	Director
TIME FOR ACCOMPLISHMENT	July 1997 and thereafter for the duration of the Plan; annual reports to the Council.



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Strategic 1997-2002 Plan

